

Security Information

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Chief, General Services

5 March 1952

Staff Study of Records Integration Staff, OSO.

### I. THE PROBLEM

To determine whether the Records Integration Staff, Office of Special Operations, is adequately provided for in regard to space, personnel, organization and equipment to accomplish its objective, and whether the most effective procedures are being employed.

### II. GENERAL COMMENT

The utmost cooperation has been received during the course of this study, not only from the Chief and Deputy Chief of RI, but also from every individual without exception with whom the points involved were discussed.

RI was found to be a well-functioning organization operating under firm and able direction and supervision and accomplishing its objectives in a commendable manner. Only minor improvements were indicated during the course of the study.

### III. FINDINGS

#### A. INTRODUCTORY

The Records Integration Staff, OSO, is a combination of the former Registry components of OSO and OPC. These Registries are organizationally merged now, and common direction is achieved by the fact that the Chief and Deputy Chief of RI, representing the former OSO and OPC components, respectively, occupy the same office and act in concert in all matters. However, the actual merger of the various operating Sections must await the availability of the new space in L Building which RI is to occupy. The OSO components have been occupying approximately two wings of L Building, plus certain space in Quarters I, and the OPC components approximately one wing in K Building.

#### B. SPACE

1. The Records Integration Staff has been allocated approximately 19,925 square feet of space in L Building, as shown in Exhibit A, plus the two wings presently occupied by the Archives Section in Quarters I. Exhibit B is a table showing the allocation

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of space by Section and the average square footage per person in each Section.

2. The first of the several stages in the move of OSO and OPC components to the new space was completed on 25 February, with the transfer of the Service and Correspondence Section from Wing 4 to the east side of Wing 1, L Building. All of Wing 4 will be used for the combined OSO and OPC Registry files. The OPC files will be transferred from K Building just as soon as the remaining non-files activities in Wing 4, namely, Dispatch and Pouch and Mail and Receipt, can be moved. This is expected to be accomplished very soon.

Administrative Service and ADMIN/OSO have been requested to expedite the other stages of the move and necessary renovations and structural changes. We are informed by Administrative Service that RI should be completely moved to the new area by 1 April.

3. It is believed that, when all the personnel of the new T/O are on duty, and as ever more files-storage area is required, space limitations will again develop in RI, but that the assigned space will be satisfactory for some time to come.

RI does not have sufficient space to make adequate provision for the Special Referral Group of the Inspection and Security Office, and it is believed that arrangements will have to be made between Administrative Service, OSO, and IAS for space other than that presently occupied by this activity in L Building.

4. The Chief of RI has stated that his Staff can operate satisfactorily in the area assigned for the time being and for a reasonable time in the future, probably a year or two if necessary, but that he would feel it his duty to object strenuously if the present space provision were considered to be other than temporary until permanent facilities can be provided.

5. Ideal conditions, both as to amount and location of space, could only be achieved by the construction of a new, specially designed Agency building. In the existing situation, it would seem best to have RI located at a more centralized location in K Building, since it is designed to be of service to activities in L, K, J, and I Buildings, as well as in Quarters I. The Chief and Deputy Chief, RI, agree that this would be theoretically preferable.

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However, prior commitments of space and scheduling of moves, and generally crowded conditions throughout these buildings so that no extra space is available for assignment to RI except at the expense of other similarly crowded Divisions, argue strongly in favor of RI operating for the present in the assigned space. Another reason to support this view is the fact that a change, with the necessarily complex series of moves to make other space available, and the time-consuming structural modifications involved, would not only seriously disrupt the operations of the affected Divisions but would also delay considerably the merger operationally of the comparable OSO-OFC components of the Records Integration Staff.

The above reasons oppose, with even greater strength and validity, any consideration of moving COMSO from Wing 2 of L Building, even though the presence of this installation interferes with what might be considered the ideal alignment of RI.

6. On the premise, therefore, that the area assigned is adequate and suitable, we have examined the allocation of space to the various Sections comprising RI with a view to assuring smooth and efficient work flow. We are satisfied that RI is being set up on an efficient basis in this regard. Certain minor improvements could be made, it is true, but only at the cost of further delaying the pending move because of the drastic structural modifications involved — such as reinforcing flooring, removing many partitions, cutting another gate in the fence at the rear of the building, etc. It is our opinion that the delay and difficulties caused thereby would far outweigh any possible gain, and that RI should be set up as indicated in Exhibit A.

It should be noted at this point, however, that the location of the Typing Section, as shown in Exhibit A, is vital for an efficient work flow in the processing, abstracting and carding of documents. The Special Projects Staff, OSO, had been scheduled to occupy part or all of this space, and the RI Typing Section was to have been located in Wing 5. At the request of O&M Service, a conference was held with ADMIN/OSO and the Chief of RI, at which agreement was obtained to assignment of the space in question to RI for the Typing Section, with RI relinquishing to Special Projects Staff 1,400 square feet (4½ rooms) in Wing 5 for the Special Projects Staff and receiving 1,200 square feet of space on the 2nd floor of L or K Building.

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This change has ~~been~~ made possible a close grouping of the Dispatch and Pouch, Analysis, Numbering and Typing Section, which work as a team in the processing of documents, and decreased the distance a document must travel between these Sections in the important abstracting and carding process from 444 feet to 232 feet. The frequent consultation and checking which is done between members of these Sections will also be much more easily and quickly accomplished.

The Consolidation Section will occupy the space of 1,200 feet which is to be provided on the 2nd floor. While it would be desirable to have this Section also near the files, its work is of such a nature as to be less seriously affected than that of the other Sections by location, and will be assisted by the reading room adjacent to the files which is to be provided.

7. The discussion of space above has had no reference to the Archives Section of RI, which is located in two wings on the 1st floor of Quarters I. It would be best to have Archives located adjacent to the Files Section, and this is one of the considerations to be kept in mind in the event a new Agency building should be built, but for the present no change can be contemplated. The Archives space, if isolated, is at least adequate for now.

One bad result of the location of Archives in Quarters I has been that a name check, to be complete, must be made in two places — the Service Section and the Archives Section. As a consequence, it has been the practice to make a check of the Archives index only when specifically requested or when the analyst has reason to believe that Archives might contain information on the individual being checked. A project is presently under way to remedy this situation by removing all personality cards in the Archives Index to the Main Index in the Service Section, so that one search of the Main Index will bring to light any references in either Files or Archives. Of course, once the existence of pertinent Archives documents has been established, it will still be necessary for the Service Section analyst to request such documents from Archives, and for Archives to send the documents to the Service Section for use and subsequent return to Archives.

8. The location of an Area Division such as WHD in Quarters I is also inefficient from the standpoint of RI, inasmuch as Consolidation Section personnel frequently must consult with members of WHD in order to obtain clearance to include operational documents in 201 files or to clarify other matters, and Service Section analysts must do likewise to obtain clearance for name check replies which have been prepared or to consult files which may be charged out to WHD.

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1. Following the recent approval of the new RI T/O of [ ] positions, shown in summary form in Exhibit C, Personnel made every effort to fill the T/O without delay. As of 15 February, personnel actions had been initiated for all positions, and the Inspection and Security Office has promised to expedite security clearances for all RI personnel in process.

Since 15 February, several vacancies have occurred because of resignation and transfer, but it is expected that these positions will be refilled in the near future. As of 1 March, the personnel picture was as follows:

T/O  
On Duty  
In Process  
Vacancies



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Of the personnel in process as of this date, IAS assures us that security clearance of all but about 25, should be completed by 31 March, with completion of the remaining cases, action on which was begun most recently, scheduled for six weeks from date of receipt by IAS. Before the end of April, therefore, all actions currently in process should have been completed and personnel should be on duty or due to report shortly thereafter. The only vacancies in RI at that time should be those which have been caused by security rejection or job declination in the case of applicants being processed, or normal attritional losses among existing personnel.

2. It is believed that the personnel authorized by the new T/O, when on duty, will be sufficient to eliminate existing backlogs where these exist and to process the workload currently in the future.

3. It is considered important, however, that Personnel continue to shop new applicants to RI on a priority basis as required to maintain this office at T/O strength. This is particularly important because of the high turnover rate which has existed in RI. During the year 1951, this rate, for the combined GSO and OPC components, was 50 per cent.

It should be realized, of course, that more than half of RI losses are due to transfer within the Agency, usually to more interesting or better paying positions in other components of GSO and OPC. This in

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itself has a certain good effect in that experience in the Registry is of great benefit to persons assigned elsewhere as well as to the Divisions to which they are assigned. The effect on RI, however, is no less serious. It is the policy of the Chief of RI to promote personnel wherever they demonstrate qualifications for promotion, providing grades are available to allow this, but not to stand in the way of persons who can better themselves by transfer. A tickler file is maintained to insure that consideration will be given to each employee's promotion just as soon as he becomes eligible for promotion.

The recently approved T/O provided higher grades for quite a few positions in RI, and this fact should contribute to lessening the rate of turnover to some extent. Since the T/O approval, promotion actions have already been submitted, of which [ ] have been completed and [ ] are still in process as of this date. Nevertheless, it seems certain that RI will always be, to some extent, a sort of training office for Area Division personnel.

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#### B. BACKLOGS

Following is a discussion of significant backlogs which exist in RI:

##### 1. Typing Section

a. A backlog exists in the OSO component of approximately 12,700 documents to be processed. Abstract file slips have been prepared for practically all these documents, but index carding of personality references has been deferred (usually because the document would require more than 50 cards to be made), or in some cases additional carding has been requested by the Foreign Division concerned.

With the number of personnel presently on duty, even with a certain amount of overtime work (8 1/2 hours last week), the backlog is growing. Fourteen safe-type filing cabinets are needed for storing this backlog plus current work and more are needed. In addition to the expense which such storage equipment represents, this backlog causes considerable inconvenience and lost time when reference must be made by someone to one of the backlogged documents.

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This backlog represents some 42 man-weeks of production (on the basis of the present average of approximately 300 documents abstracted and carded per week per typist). As the Section is brought up to strength, however, the backlog should disappear rapidly.

b. There is also a typing backlog (principally abstracting; much less carding than in OSO) of approximately 3,275 documents in the OPC component. This backlog consists in great part of old documents which area desks have only recently sent to Registry for processing and filing.

This is a much less formidable backlog than that in the OSO component, and as a matter of fact has developed only in the last month or two. Its elimination should be accomplished in short order as the people in process come on duty.

c. The personnel situation in the Typing Section is as follows:

T/O  
On Duty  
In Process  
Vacancies

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## 2. Service and Correspondence Section

a. The following backlog exists in this Section:

22,500 index cards to be sorted and filed;  
8,740 name checks to be made, with an  
estimated 260 memoranda to be  
prepared in connection therewith  
(based on 3 memos per 100 checks).

In addition, when the estimated 400,000 personality cards from the Archives Index are transferred to the Main Index in the near future, the prompt filing of these cards will constitute a considerable problem.

Regarding the 22,500 index cards, this backlog represents about one week's work and is purposely maintained at this level, with at least initial alphabetization completed, since filing can be done more quickly and efficiently when large numbers of cards are filed in a concentrated area than when smaller numbers of cards must be filed throughout a hundred cabinets.

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The name-check backlog does not include a group of approximately 30,000 name checks on diplomatic and consular officials in the United States, which project is being held in abeyance pending receipt of definite instructions. When instructions are firm the project would entail, in addition to the checking operation, the preparation of possibly 900 memoranda, if the 3:100 ratio mentioned above holds true in this case.

b. It is estimated that, when personnel in process are on duty, a weekly production of some 4,000 name checks (including searching of the index for references, obtaining and evaluating the referenced documents, and preparing a memorandum reply if necessary) can be anticipated. This would be an excess of some 1,500 over the average of approximately 2,500 name check requests being received per week. On this basis, the elimination of the present backlog would require about 6 months. It is believed that the adoption of a single-document filing and charge-out system as referred to later in this study, however, would greatly facilitate the finding and consulting by the analyst of referenced documents, and should gradually result in greater production than present conditions allow.

c. The personnel situation of this Section is as follows:

T/O  
On Duty  
In Process

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Considerable overtime work is done in the Service Section, both by assigned employees and by employees of other RI Sections and of other Divisions. This has been averaging between 200 and 300 hours per week. All filing of index cards is done on overtime. It is expected that the need for this overtime will decrease and gradually disappear after the Section reaches T/O strength.

Also, in addition to assigned personnel, there have usually been from 7 to 15 temporary personnel working in the Service Section, as part of their training prior to assignment elsewhere in RI or in a foreign division. During the last few weeks, however, the number of such temporary personnel has declined greatly, with only two now on duty.



3. Files Section

a. The backlog in this Section is estimated to be as follows:

7,000	OSO documents to be filed.
3,275	OPC documents to be filed.
2,000	Requests for documents to be filed.

b. This backlog should be eliminated within a short time after personnel in process are on duty. The OSO document filing represents about nine man-weeks of work, the OPC document filing less than half that, and the filling of document requests about three to four man-weeks.

c. The present personnel situation is as follows:

T/O	
On Duty	
In Process	
Vacancies	

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4. Archives Section

a. A backlog exists of:

1,650	unfiled index cards	
26,000	index cards to be typed	
73	safes and cabinets	} of material to be analyzed, abstracted, carded and filed.
50	crates and boxes	
2	mail bags	
152	miscellaneous packages	

In addition, the project referred to earlier, of removing from the Archives Index all personality cards for transfer to the Main Index, should be begun at the earliest possible date.

b. The personnel situation is as follows:

T/O	
On Duty	
In process	

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c. Even after all personnel are on duty, though the typing and filing of cards can be accomplished promptly, it is not felt that the backlog of unprocessed material cannot be completely eliminated for many months.

This latter work, however, while important, is not of over-riding urgency, representing as it does material which is pertinent but which has been received from predecessor organizations. Were the material of a very current nature, of course, such a situation could not have been tolerated at all.

#### 5. Consolidation Section

a. The backlog of this Section consists of approximately 5,300 pending 201 file consolidations.

b. The personnel situation is as follows:

T/O  
On Duty  
In process

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c. The length of time required to make a 201 file consolidation varies in accordance with the number and nature of the references which are found in files on the individual concerned. Some consolidations require only a few hours; others several days; while one recent special consolidation required one person's full time from 6 November until 22 December.

However, on an estimated basis of 100 consolidations per week, when the T/O of [redacted] positions has been filled, it should require about a year to eliminate this backlog, without considering at all additional consolidation requests which would be received, averaging at present about 50 per week.

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However, it is believed that, in addition to the increased number of personnel on duty, three additional factors will assist in speeding the work of this Section to a very considerable extent, namely:

(1) The use of the Apco Autostat, mentioned later in this study, to duplicate documents, making the typing of such documents, or extracts therefrom, to a large extent unnecessary.

(2) The adoption of a single-document filing and charge-out system, also mentioned later in this report, which should facilitate and speed the finding and consulting of documents.

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(3) The provision of a reading room in the files area. The Chief, RI, plans to establish such a facility as soon as possible.

Again in this case, without minimizing in any way the importance of the consolidation function, it should be emphasized that no great harm is done if a name check is requested or information desired concerning a person, information on whom has not yet been consolidated into a 201 file. It would merely mean that, in order to satisfy such a request when it arose, a more lengthy and difficult searching process would be required than if a 201 file were available. In other words, the immediate elimination of this backlog is not essential.

#### 6. Microfilm Section

a. The following is a discussion, not so much of an existing backlog, as of a project which is just being initiated.

b. The recently approved T/O includes a Microfilm Section of [redacted] positions, established for the purpose of microfilming RI records as part of the Vital Documents Program, a project which Administrative Service has not been able to undertake because of personnel limitations.

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This project is vitally necessary to safeguard the files of RI against the possibility of disaster. It is also a project of considerable magnitude inasmuch as the personality index contains an estimated 3,750,000 cards (including personality cards in the Archives Index), with a yearly addition at present of approximately 1,000,000; and documents on file, exclusive of Archives, fill more than 400 cabinets. It is estimated that approximately 5,000,000 documents are in files, with probably an equal number in Archives.

c. Three flat-bed cameras for photographing documents, one 16-film camera with automatic feed for photographing cards, and a microfilm reader, as well as storage equipment for developed reels, are already on hand; and one additional camera and a reader are on order.

d. After considerable experimentation to assure that results would be satisfactory, a start has been made with the microfilming of the [redacted] Central File of some 30,000 cards, now completed, and the photographing

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of several cabinets of old [redacted] document manifests. Also the microfilming of the personality index has begun and is progressing well with approximately 105,000 cards completed.

e. To complete the initial microfilming of this index of 3,750,000 cards, it is estimated that at least five months will be required. This is based on a rate of 40,000 cards per day, which should be reached if cards are properly prepared before delivery to the camera operator.

On the basis of utilizing four cameras full time, with experienced operators on duty who could maintain a good rate of production, it is estimated that the initial microfilming of the documents in the Files Section would take at least 35 weeks. This is probably much too optimistic an estimate. The documents in Archives would probably require an equal length of time.

f. The greatest need at present is to bring personnel on duty to perform the job. At present there are two men on duty, including the supervisor, both being old RI employees transferred to this Section. Personnel are in process to fill the other nine positions.

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**F. PROCEDURES**

The study reveals that the procedures being employed in RI are generally efficient and effective. The following comments, however, are made:

**1. Document Filing and Charge-out Procedure**

a. RI files will contain a preponderance of OSO material. At present most OSO documents are filed in folders by general subject and bound at the top with Acco Fasteners. Folders may be an inch or so thick and contain an average of probably 50 documents each. This method of filing was originally based on the expectation that requests would be received for subject files rather than for individual documents. This has not proved to be the case. The Service Section and CE elements of Area Divisions, in processing name checks, are interested always in specific documents, not complete subject files unless they are individual personality (201) files; and Area Divisions, otherwise, also customarily request specific documents by reference number, only rarely asking for complete files.

Individual documents are not usually removed from the bound files for charge-out; rather the entire file is charged out to the requester.

b. The present system has these disadvantages:

(1) Filing is slowed down because holes must be punched in documents, the file removed from the cabinet, and the Acco Fastener opened; often previously filed documents must be removed from the folder to permit interfiling of later documents; and the Acco Fastener must be replaced and the file returned to the cabinet. At present more than 8,000 documents are being filed each week.

(2) Perhaps 50 times as many documents as necessary are absent from the files. In a recent typical week, approximately 500 files were charged-out, which meant that about 25,000 documents were charged-out in order that 500 might be consulted.

(3) Much time is lost by files locate clerks in tracing requested documents which are included in charged-out files and by Service Section analysts who, to complete a name check, must go to one of the Area Divisions, possibly a half-mile away in I Building, to consult a document in such a file.

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(4) Files are bulky, heavy, and difficult to carry when any number must be charged-out.

(5) Storage of the files overnight after charge-out is often a problem because of their size. Four safe-type file cabinets are used for this purpose in the Consolidation Section, for example, and perhaps twice as many would be needed when their T/O has been filled. Area Divisions also have difficulty in providing storage space for the files when any number of them are being used.

c. It is believed that the adoption of a single-document filing and charge-out procedure would decrease or eliminate each of the above-listed difficulties. A heavier folder, opening at the side (such as the Remington-Rand Armored Folder) could be used, in which individual documents would be filed, unfastened but in the same sequence as at present on the basis of assigned serial number within the subject file number.

The advantages of such a system would be the following. It would:

- (1) Facilitate and speed the filing of documents;
- (2) Keep the number of documents charged-out from the files at a minimum;
- (3) Save much time now spent by locate clerks and analysts in tracing charged-out documents;
- (4) Eliminate the storage and handling problem caused by the weight and the bulky character of the files.

The objection that such documents might be retained more readily than documents from the present files seems not a valid one, since the charge-out slip would pin-point a specific document as having been entrusted to a requester. At present there is reason to believe that documents are occasionally removed from folders and retained when the latter are returned to files, and time does not allow a checking of each folder upon return to assure that no documents have been removed.

It is true that single documents, being less conspicuous than complete files, might more easily be mislaid in a group of other documents in one of the

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Divisions. This would seem not too probable, however, if a more conspicuous "reminder tab" were used in place of the present one.

d. The Chief of RI has agreed to adopt the single-document system, making the change-over on a gradual basis as more people come on duty in the Files Section and the current filing backlog is eliminated. Once this occurs, probably about 1 May, the change-over should be quite rapid since no radical re-processing is involved. It is suggested that this gradual change-over can be accomplished very efficiently and easily as file folders are prepared for microfilming in connection with RI's Vital Documents Program, now getting under way. This would also facilitate the microfilming operation itself since loose documents can be photographed much more easily and rapidly than bound folders of documents.

e. OPC files are not only much less numerous (about 15 cabinets) but also differ in the sense that documents included in a file are more directly related to each other and pertain more closely to the file subject than in the case of OSO. The OPC practice is to remove a document from its file for charge-out, but never to charge-out a complete file. It is believed best to maintain the existing OPC system unchanged for the present.

## 2. Common Procedures

a. It is believed by the operating people that the best way to arrive at satisfactory common procedures for the OSO and OPC components of RI is first to place the comparable elements side by side in the new space as this becomes available, allow them to become familiar with the similarities and differences of operation, and gradually evolve the most efficient procedures.

We agree with this approach under the circumstances, particularly in view of the fact that the merger of the OSO-OPC Area Divisions, which are serviced by Registry, is a gradual and continuing process, as yet far from completed, and for the present RI must continue to service two specialized sets of requirements.

We have been impressed, during conversations with members of both former Registries, by the generally prevalent attitude that each group can probably learn much from the other, and by the evident willingness to adopt whatever should prove to be best. OSN Service will assist

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in any way possible during this gradual process. The consolidation of certain similar forms being used at present by CSC and OPC is believed possible.

b. Considerable thought, of course, has already been given and discussions held by the comparable CSC and OPC elements along these lines. For example, plans are being worked out to establish one Crypto-Pseudo Control File, to supplant the two files which have been kept heretofore, and which to a degree duplicate each other.

In this connection, at the request of the Chief of RI, [REDACTED] of O&M Service is studying the advisability of using punched card equipment in connection with this Crypto-Pseudo Control File of some 30,000 cards.

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### G. EQUIPMENT

We have looked into the equipment situation in RI, with a view to insuring that labor-saving office machines are employed wherever their use would be advantageous. The following points are noted:

#### 1. Punched-Card Equipment

a. The possible use of punched card methods in connection with the RI personality index has been a matter of great interest and considerable speculation. Because of the size of the present file and the volume of cards being added to it daily, this operation would appear to be ideally adapted to a machine application. However, the file is only a record of the names of individuals and the file number of the source document from which the name was extracted. It is used as a directory, such as a telephone directory, to determine if a name is recorded and, if so, the file numbers of source documents which contain information regarding the individual.

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b. [REDACTED] of O&M Service, has studied this question in the past and has done so again in connection with this study of RI. It is his opinion and the opinion of others who have studied the problem that, because of the limited use for which the index is designed, even if a file of punched cards were to replace the present 3x5 index cards, the searching of the file for references on a certain name could still be accomplished much more quickly, surely and satisfactorily by hand. In addition, many searches can be made concurrently in different sections of the index at present, merely to duplicate which would require an excessive number of machines. Also, and this is a very important point, a searcher can detect and evaluate similarities in spelling of names and in other information and thereby readily reject references or include them as possibly relevant, an interpretative function which the machines could not perform.



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The above evaluation is based on the use of punched-card equipment presently available. However, it is known that equipment of a radically different nature is now in the development stages and should be available in about 12 months time. This development is being closely followed with a view to possible application of such equipment in the future to the RI indexing and searching functions.

It is interesting to note that neither the Social Security Board, with an index to millions and millions of names, nor the FBI, which conducts a name checking function similar to RI's, have found it advantageous to use machines in their equivalent operations. The latter index contains 10 or 12 times as many cards as does RI's and the number of name checks processed daily by them is far in excess of RI's workload. During the course of this study, a tour of the FBI Records Division was arranged, through the cooperation of Staff C, OSO. The writers, together with several RI representatives and a liaison officer from Staff C, were given a very informative demonstration and explanation of this FBI operation.

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c. As noted earlier, O&M Service has also assisted RI in a study of the possible use of punched cards in connection with the [REDACTED] Control File. Punched card equipment has been determined to be applicable to this file, and further development of such an application is awaiting a policy determination on the part of OSO and OPC as to the feasibility of merging the OSO and OPC [REDACTED] files, at present maintained separately.

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d. Sorting Rack

It is believed that a sorting rack should be provided in the Numbering Section for use in the sorting of approximately 10,000 3x5 abstract file slips which must be filed there each week. At present these are sorted by arranging them in little piles on top of a desk or table. The use of a rack should not only speed and facilitate this operation, but have the added advantage that the job could be interrupted and resumed at will without difficulty. It will be necessary to have a special sorting rack built to specifications because of the number of breakdowns involved.

e. Ameco Autostat

(1) This is a recently perfected machine for the quick reproduction of documents and papers. It is superior to Thermofax in that:

(a) it will reproduce writing or printing made by ditto, colored pencil or ink; and,

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(b) the paper used is much more durable and less subject to tearing.

(2) Arrangements were made by O&M Service for a demonstration of this machine to several RI representatives. They were quite impressed with its superiority over Thermofax for their needs and with its potentialities in connection with the consolidation of personality (201) files, where it is often preferable to file actual copies of documents or extracts of documents in more than one file rather than use cross-reference sheets; as well as in providing copies of documents to requesters in cases where it is not desirable to charge-out documents from the files.

#### f. Dictaphones

(1) At the present time, when it has been determined from an evaluation of referenced documents that a memorandum should be prepared in reply to a name check request, the Service Section analyst prepares a draft in longhand or on a typewriter, and this draft, after clearance with the appropriate Area Division, is given to a typist for preparation in final form.

(2) It is believed that a more efficient and also more productive procedure would be for the analysts (Grades GS-7 and GS-9) to use dictaphones in composing these draft memoranda, which would then be transcribed by typists.

This matter has been discussed with the Chief of RI, and he will request one or two dictaphones for use by the most competent analysts in the Service Section on a trial basis, in order to determine whether the adoption of the procedure generally would be advantageous.

#### IV. RECOMMENDATIONS

##### A. Space

1. That no further changes be contemplated at present in space assigned to RI, as shown in Exhibit A.

2. That every effort be made by Administrative Service and OSO to make the assigned space available and ready for occupancy by RI, so that all phases of the move may be completed by 1 April.

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3. That OSO and IAS make mutually satisfactory arrangements for space for the Special Referral Group without reference to RI space.

**B. Personnel**

1. That Personnel and IAS continue their present effort to expedite the clearance and entry on duty of RI personnel in process.

2. That Personnel continue to shop applicants to RI to the extent required to maintain this Staff at T/O strength.

**C. Procedures**

1. That a single-document filing and charge-out procedure be adopted, the change-over to be gradual but to begin as soon as possible and to be geared into the preparation of files for the document-microfilming project.

2. That a trial be made of the use of dictaphones as a more efficient method of preparing drafts for name check replies.

3. That common procedures for the OSO and OPC components of RI be developed gradually, but as promptly as possible, after comparable elements have been moved to the new area. O&M Service to assist in this development as required or requested.

**D. Equipment**

1. That any consideration of using current punched-card equipment and methods in connection with name check operations be closed, pending availability of equipment now in the development stage.

2. That the application of punched cards to the Crypto-Pseudo Control File, be accomplished promptly, with the assistance of O&M Service, if OSO and OPC reach an affirmative decision regarding the feasibility of combining the present OSO and OPC Crypto-Pseudo files.

3. That a sorting rack be obtained for use in the Numbering Section.

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